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Chief Executive Officer

County of Los Angeles CHIEF EXECUTIVE OFFICE

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ADOPTED

BOARD OF SUPERVISORS
COUNTY OF LOS ANGELES

March 15, 2011

21 March 22, 2011

Sachi A. Hamai
SACHI A. HAMAI
EXECUTIVE OFFICER

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The Honorable Board of Supervisors
County of Los Angeles
383 Kenneth Hahn Hall of Administration
500 West Temple Street
Los Angeles, CA 90012

Dear Supervisors:

COUNTYWIDE CLASSIFICATION ACTIONS CONTRACTING OCCUPATIONAL STUDY (ALL SUPERVISORIAL DISTRICTS) (3 VOTES)

SUBJECT

This letter and accompanying ordinance will update the tables of classes of positions and departmental staffing provisions of the County Code by reclassifying positions in various County departments, by adding a new classification, and by changing the title of a classification to implement findings of the countywide Contracting Occupational Study.

IT IS RECOMMENDED THAT YOUR BOARD:

Approve the accompanying ordinance, amending Title 6, Salaries, of the County Code to add one (1) countywide classification to the classification plan; change the title of one (1) countywide classification; and reclassify 224 positions in 16 County departments to implement findings of the countywide Contracting Occupational Study.

"To Enrich Lives Through Effective And Caring Service"

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PURPOSE/JUSTIFICATION OF RECOMMENDED ACTION

Your Board of Supervisors (Board) has requested submission of classification letters on a periodic basis throughout the year to facilitate consideration of classification and compensation recommendations in a timely manner. Approval of these recommendations will provide the ordinance authority for County departments to implement the classification and compensation recommendations in this letter.

These recommendations will ensure the proper classification and compensation of positions based upon the duties and responsibilities and qualifications assigned to these jobs (Attachment B). This is the primary goal of the County's classification and compensation system. Positions reclassified upward, downward, and laterally are consistent with the class concepts of the proposed classifications.

These actions are recommended based upon accepted principles of classification and compensation and are important in addressing departmental operational needs and in maintaining consistency in personnel practices throughout the County. The proper classification and compensation of positions and employees facilitates good business operations and can reduce the number of costly personnel-related problems.

Countywide Contracting Occupational Study and Related Reclassifications

The countywide Contracting Occupational Study (Study) included the review of approximately 300 positions which perform and/or supervise contract development and administration functions as their primary responsibility. Of these positions, 224 are being recommended for reclassification in this letter. This Study has been ongoing for several years and grew out of a broader Board motion calling for a "comprehensive plan to recruit, hire, and train skilled and competent contract staff."

The following key dates and steps reflect the evolution of this study over the past two years:

- On July 7, 2009, your Board approved the creation of four *specialized* Contracting classifications that would be utilized in classifying the 300 study positions. This was a major step in reinitiating the Study to professionalize this important function and to reflect the County's current contracting practices and organizations.

- Original recommendations to implement the Study, utilizing these specialized classifications, were targeted for the August 31, 2010 agenda. However, on July 27, 2010, your Board adopted findings and recommendations from the Human Resources (HR) Study, which included the use of broader, more generic classifications. Based on this action, we have developed new recommendations - in line with the HR Study - which are before your Board today.
- On December 14, 2010 your Board approved the deletion of the four specialized Contracting classes that would no longer be utilized in implementing the study.

In our review of the major contracting organizations across the County, we identified 37 different classifications that are currently being used for positions performing these duties and responsibilities, such as Contract Analyst, Treasurer and Tax Collector; Contract Analyst, Beaches and Harbors; Management Specialist II, Public Works; Principal Accounting Systems Technician; and Staff Analyst, Health. These classes are paid at a variety of salary levels which results in salary inequities across the County and an unfair advantage or disadvantage for departments when competing for talent. We also concluded that, while many of the job duties of the contract positions studied are unique to that function, most of the competencies required for their successful performance are common to other existing and more generic administrative classes. As such, we are recommending that the positions in this study be classified in the existing, broad and generic class series (three classes) of Administrative Services Manager and one existing class which we are re-titling to Management Analyst. It is our intent, over time, to fold in many other administrative classes to this series, as part of our strategic plan to streamline the classification program. As a result of this Study, we will be able to delete at least five (5) classes from the Classification Plan, once employees are appointed to the recommended classes. In line with our Human Resources Transformation, this reduced number of classifications will require less Civil Service examinations, and facilitate the efficient utilization of examination resources to better assess the general abilities and technical knowledge of employees and applicants. In addition, the establishment of a core broad-based generic administrative series that is utilized Countywide will facilitate the transfer and promotion of employees from one department to another and, therefore, will create better career opportunities for our County employees.

This letter recommends classification actions necessary to establish effective and equitable Contracting organizational structures and individual position classifications across the County to facilitate departments in meeting the requirements of your Board's initiatives in this area. Specifically, a total of 224 positions in 16 County departments are being recommended for reclassification (Attachment B). The Board's actions on this Study will ensure consistent and equitable allocations for positions performing

contracting duties, will significantly reduce the use of multiple classes performing essentially the same duties, and will facilitate the recruitment of qualified individuals to perform these complex and often sensitive contracting functions.

Please note that in implementing these Study findings, no employee will be reduced in terms of payroll title or salary. Current incumbents who are working in positions that are being reclassified to a higher level will be eligible for promotion through the competitive examination process, which is our standard practice in these situations. The Department of Human Resources has developed examinations to assess both core competencies and technical contracting knowledge for this purpose. Following implementation of the Study, all incumbents will be assessed for training purposes and specialized training will be offered, as appropriate. This process will support your Board's original direction to develop a "comprehensive plan to recruit, hire, and train skilled and competent contract staff."

New Classification

In the course of conducting this study, we identified the need for a new division manager classification. Positions allocated to this class will be utilized in departments that have large contracting divisions. Incumbents will report to an Administrative Deputy and will be responsible for directing, through subordinate section managers, a large complex contracting division. As such, we are recommending creation of the new class of Administrative Services Division Manager (Attachment A). Under our new strategic direction, we are very sensitive to establishing new, additional classifications. Please note that this will be a generic classification and, over time, other administrative division manager classifications at this level will be folded into this classification.

Title Change

We are recommending a title change for the *existing* countywide Departmental Personnel Technician class to Management Analyst (Attachment A). We will be amending the specification to reflect the first working professional level for personnel/human resources, contract development and administration and other sensitive administrative functions. This approach establishes a broader, more generic administrative class for use as we streamline the classification plan in the future.

Implementation of Strategic Plan Goals

Your Board's approval of the accompanying ordinance will further the County Strategic Plan Goal 1 - Operational Effectiveness. Specifically, it will address the Service Excellence and Organizational Effectiveness Strategy to improve the quality of the

workforce, to achieve departmental operational efficiencies, and to maintain consistency in personnel practices throughout the County.

The recommendations made in this report are consistent with the Human Resources Transformation Strategic Initiative project which has previously been reported on to your Board. The Human Resources Transformation Strategic Initiative project includes a multi-year effort to re-examine and streamline the County's classification plan through elimination of overlapping and redundant classes and establishment of clear distinctions between classes and among job families. To accomplish this objective, we are using, as one methodology, a competency-based approach which will drive classification, selection and workforce planning on a go-forward basis. Briefly described, a competency model refers to a group of core competencies (knowledge, skills, abilities, behaviors, and personal attributes) that drive outstanding performance on a set of similar roles, functions and duties. We believe substantial benefits will result from using a competency model approach in the County's classification and selection programs in terms of clearer, broader and more manageable class structures and better defined career ladders for employees; more useful and reliable selection methods that is to ensure the appointment/promotion of highly qualified individuals in County Service; and more efficient, timely and cost effective HR processes.

The Study has also served as the environment for a Pilot Project, which is piloting the major concepts and methodologies of our HR Transformation. The Study has provided our first opportunity to utilize this approach to:

1. Develop a competency-based generic administrative series that can be utilized throughout the County (i.e. Administrative Services Manager I).
2. Determine the most appropriate classifications for contract analyst positions in all County departments.
3. Develop validated selection methods for use in the examination of core competencies required in these positions (and other general administrative classes which share these competencies).
4. Develop more objective, cost effective and valid methods to use in place of Appraisals of Promotability (APs) which are time-consuming and of limited/no utility in selecting highly qualified employees.
5. Provide for alternative methods for current employees to attain status in the new classes.

In collaboration with Department of Human Resources and the County's HR consultants, we will be conducting evaluations to verify the effectiveness of this approach as applied to contract occupational positions.

FISCAL IMPACT/FINANCING

The projected budgeted cost for the 224 positions that will be reclassified is estimated to total \$1,594,895 (all funds). Net County cost is estimated to be \$490,047. Cost increases associated with the upward reclassification actions will be absorbed within the Board's adopted budget for each affected department. No additional funding is required.

FACTS AND PROVISIONS/LEGAL REQUIREMENTS

The County Charter authorizes the establishment and maintenance of "a classification plan and the classification of all positions." This responsibility is further delineated in Civil Service Rule 5.

Appropriate notifications have been made with the impacted employee organizations regarding the recommended classification actions. The accompanying ordinance implementing amendments to Title 6, Salaries, of the County Code has been approved as to form by County Counsel.

IMPACT ON CURRENT SERVICES (OR PROJECTS)

Your approval of these classification recommendations will enhance the operational effectiveness of the departments through proper classification and compensations of positions and employees.

Respectfully submitted,



WILLIAM T FUJIOKA
Chief Executive Officer

WTF:BC:EFS
SJM:SO:ra

Attachments (2)

c: Director of Personnel
Executive Officer, Board of Supervisors
County Counsel
Auditor-Controller
Affected Departments

ATTACHMENT A

CLASS RECOMMENDED FOR ADDITION TO THE CLASSIFICATION PLAN

Proposed Savings/ Cafeteria Benefit Plan	Item No.	Title	Salary Schedule & Level
Savings/ Megaflex	1007	Administrative Services Division Manager	N23 S13

NON-REPRESENTED CLASS RECOMMENDED FOR TITLE CHANGE

Item No.	Current Title	New Title
1848	Departmental Personnel Technician	Management Analyst

ATTACHMENT B

RECOMMENDED RECLASSIFICATIONS FOR CONTRACT STUDY POSITIONS (All positions are non-represented unless otherwise indicated)

BEACHES AND HARBORS – BEACHES

No of Pos.	Present Classification	No of Pos.	Classification Findings
1	Administrative Assistant III Item #0889A — <i>Represented</i> (NM 85K)	1	Management Analyst Item #1848A (NM 86D)
1	Contracts Analyst, Beaches and Harbor Item #8866A (NM 92C)	1	Administrative Services Manager I Item #1002A (NM 93C)
1	Principal Accounting Systems Technician Item #0668A (NM 98G)	1	Administrative Services Manager II Item #1003A (NM 96C)
3			

BEACHES AND HARBORS – MARINA

No of Pos.	Present Classification	No of Pos.	Classification Findings
1	Contracts Monitor, Recreational Services Item #8861A (NM 86C)	1	Administrative Services Manager I Item #1002A (NM 93C)
1			

CHILD SUPPORT SERVICES

No of Pos.	Present Classification	No of Pos.	Classification Findings
1	Administrative Assistant II Item #0888A — <i>Represented</i> (NM 81K)	1	Management Analyst Item #1848A (NM 86D)
1	Administrative Assistant III Item #0889A — <i>Represented</i> (NM 85K)	1	Administrative Services Manager I Item #1002A (NM 93C)

CHILD SUPPORT SERVICES (continued)

No of Pos.	Present Classification	No of Pos.	Classification Findings
1	Supervising Administrative Assistant II Item #0897A (NM 94C)	1	Administrative Services Manager II Item #1003A (NM 96C)
3			

CHILDREN AND FAMILY SERVICES

No of Pos.	Present Classification	No of Pos.	Classification Findings
8	Administrative Services Manager I Item #1002A (NM 93C)	5 1 2	Administrative Services Manager II Item #1003A (NM 96C) Administrative Services Manager III Item #1004A (NM 106B) Management Analyst Item #1848A (NM 86D)
2	Administrative Services Manager II Item #1003A (NM 96C)	2	Administrative Services Manager III Item #1004A (NM 106B)
1	Assistant Division Chief, Children and Family Services Item #9090A (N23 S11)	1	Administrative Services Division Manager Item #1007A (N23 S13)
11			

COMMUNITY AND SENIOR SERVICES

No of Pos.	Present Classification	No of Pos.	Classification Findings
2	Administrative Services Manager I Item #1002N (NM 93C)	2	Administrative Services Manager II Item #1003N (NM 96C)
9	Community Services Analyst II Item #8190A — <i>Represented</i> (NM 86F)	6	Administrative Services Manager I Item #1002A (NM 93C)
		3	Management Analyst Item #1848A (NM 86D)
4	Community Services Analyst III Item #8191A — <i>Represented</i> (NM 90F)	1	Administrative Services Manager I Item #1002A (NM 93C)
		3	Administrative Services Manager II Item #1003A (NM 96C)
4	Community Services Analyst III Item #8191N — <i>Represented</i> (NM 90F)	4	Administrative Services Manager I Item #1002N (NM 93C)
1	Program Manager, Community and Senior Services Item #8194A (N23 S11)	1	Administrative Services Division Manager Item #1007A (N23 S13)
3	Project Supervisor, Community Services Item #8219N (NM 92L)	3	Administrative Services Manager III Item #1004N (NM 106B)
23			

COUNTY COUNSEL

No of Pos.	Present Classification	No of Pos.	Classification Findings
1	Administrative Assistant II Item #0888A — <i>Represented</i> (NM 81K)	1	Management Analyst Item #1848A (NM 86D)
1	Administrative Assistant III Item #0889A — <i>Represented</i> (NM 85K)	1	Administrative Services Manager I Item #1002A (NM 93C)
2			

FIRE – ADMINISTRATIVE

No of Pos.	Present Classification	No of Pos.	Classification Findings
2	Administrative Assistant III Item #0889A — <i>Represented</i> (NM 85K)	1 1	Administrative Services Manager I Item #1002A (NM 93C) Management Analyst Item #1848A (NM 86D)
1	Supervising Administrative Assistant III Item #0898A (NM 96D)	1	Administrative Services Manager II Item #1003A (NM 96C)
3			

HEALTH SERVICES - ADMINISTRATION

No of Pos.	Present Classification	No of Pos.	Classification Findings
5	Administrative Assistant III Item #0889A — <i>Represented</i> (NM 85K)	3 2	Administrative Services Manager I Item #1002A (NM 93C) Management Analyst Item #1848A (NM 86D)
6	Assistant Staff Analyst, Health Services Item #4595A (NM 92D)	6	Administrative Services Manager I Item #1002A (NM 93C)
3	Senior Staff Analyst, Health Item #4594A (NM 103E)	3	Administrative Services Manager II Item #1003A (NM 96C)
14	Staff Analyst, Health Item #4593A (NM 96D)	8 6	Administrative Services Manager I Item #1002A (NM 93C) Administrative Services Manager II Item #1003A (NM 96C)
3	Supervisor, Contracts and Grants, HS Item #4582A (NM 106B)	3	Administrative Services Manager III Item #1004A (NM 106B)
31			

INTERNAL SERVICES

No of Pos.	Present Classification	No of Pos.	Classification Findings
15	Principal Purchasing & Contracts Analyst Item #2262A — <i>Represented</i> (NM 96D)	15	Administrative Services Manager II Item #1003A (NM 96C)
3	Section Manager, Administration, ISD Item #1093A (NM 103K)	3	Administrative Services Manager III Item #1004A (NM 106B)
1	Staff Development Specialist, ISD Item #1901A (NM 88C)	1	Administrative Services Manager II Item #1003A (NM 96C)
19			

MENTAL HEALTH

No of Pos.	Present Classification	No of Pos.	Classification Findings
3	Administrative Assistant III Item #0889A — <i>Represented</i> (NM 85K)	3	Management Analyst Item #1848A (NM 86D)
1	Chief Contracts and Grants, MH Item #4717A (NM 103K)	1	Administrative Services Division Manager Item #1007A (N23 S13)
16	Mental Health Analyst I Item #4727A (NM 91D)	16	Administrative Services Manager I Item #1002A (NM 93C)
13	Mental Health Analyst II Item #4729A (NM 95D)	2	Administrative Services Manager I Item #1002A (NM 93C)
		11	Administrative Services Manager II Item #1003A (NM 96C)
2	Mental Health Analyst II Item #4729F (NM 95D)	2	Administrative Services Manager II Item #1003F (NM 96C)

MENTAL HEALTH (continued)

No of Pos.	Present Classification	No of Pos.	Classification Findings
5	Mental Health Analyst III Item #4731A (NM 101C)	1 4	Administrative Services Manager II Item #1003A (NM 96C) Administrative Services Manager III Item #1004A (NM 106B)
1	Supervising Psychiatric Social Worker Item #9038A — <i>Represented</i> (N3MW 92C)	1	Administrative Services Manager I Item #1002A (NM 93C)
41			

PARKS AND RECREATION

No of Pos.	Present Classification	No of Pos.	Classification Findings
1	Administrative Assistant II Item #0888A — <i>Represented</i> (NM 81K)	1	Management Analyst Item #1848A (NM 86D)
3	Administrative Assistant III Item #0889A — <i>Represented</i> (NM 85K)	2 1	Administrative Services Manager I Item #1002A (NM 93C) Management Analyst Item #1848A (NM 86D)
2	Administrative Services Manager I Item #1002A (NM 93C)	2	Administrative Services Manager II Item #1003A (NM 96C)
1	Assistant Golf Director Item #8813A (NM 90F)	1	Administrative Services Manager I Item #1002A (NM 93C)
5	Contract Monitor, Recreational Services Item #8861A (NM 86C)	5	Administrative Services Manager I Item #1002A (NM 93C)
12			

PROBATION - SUPPORT SERVICES

No of Pos.	Present Classification	No of Pos.	Classification Findings
1	Probation Director Item #8620A — <i>Represented</i> (N23 S10)	1	Administrative Services Manager III Item #1004A (NM 106B)
11	Program Analyst, Probation Item #8638A — <i>Represented</i> (NM 90C)	9	Administrative Services Manager I Item #1002A (NM 93C)
		2	Management Analyst Item #1848A (NM 86D)
2	Program Analyst, Probation Item #8638N — <i>Represented</i> (NM 90C)	2	Administrative Services Manager I Item #1002N (NM 93C)
1	Supervising Administrative Assistant III Item #0898A (NM 96D)	1	Administrative Services Manager II Item #1003A (NM 96C)
1	Supervising Deputy Probation Officer Item #8610A — <i>Represented</i> (NW 93G)	1	Administrative Services Manager II Item #1003A (NM 96C)
1	Supervising Program Analyst, Probation Item #8641A (NM 103E)	1	Administrative Services Manager II Item #1003A (NM 96C)
17			

PUBLIC HEALTH – PUBLIC HEALTH SERVICES

No of Pos.	Present Classification	No of Pos.	Classification Findings
2	Administrative Assistant III Item #0889A — <i>Represented</i> (NM 85K)	2	Administrative Services Manager I Item #1002A (NM 93C)
6	Assistant Staff Analyst, Health Services Item #4595A (NM 92D)	6	Administrative Services Manager I Item #1002A (NM 93C)
3	Senior Staff Analyst, Health Item #4594A (NM 103E)	3	Administrative Services Manager III Item #1004A (NM 106B)
5	Staff Analyst, Health Item #4593A (NM 96D)	5	Administrative Services Manager II Item #1003A (NM 96C)
1	Supervisor, Contracts & Grants, Health Services Item #4582A (NM 106B)	1	Administrative Services Division Manager Item #1007A (N23 S13)
17			

PUBLIC LIBRARY

No of Pos.	Present Classification	No of Pos.	Classification Findings
3	Administrative Assistant II Item #0888A — <i>Represented</i> (NM 81K)	1 2	Administrative Services Manager I Item #1002A (NM 93C) Management Analyst Item #1848A (NM 86D)
2	Administrative Assistant III Item #0889A — <i>Represented</i> (NM 85K)	2	Administrative Services Manager I Item #1002A (NM 93C)
1	Contract Services Coordinator, Library Item #8352A (NM 87F)	1	Administrative Services Manager II Item #1003A (NM 96C)
6			

PUBLIC SOCIAL SERVICES

No of Pos	Present Classification	No of Pos	Classification Findings
5	Administrative Services Manager I Item #1002A (NM 93C)	5	Administrative Services Manager II Item #1003A (NM 96C)
1	Division Chief, PSS Item 8014A (N23 S12)	1	Administrative Services Division Manager Item #1007A (N23 S13)
6			

PUBLIC WORKS

No of Pos.	Present Classification	No of Pos.	Classification Findings
1	Administrative Assistant I Item #0887A — <i>Represented</i> (N2M 72F)	1	Administrative Services Manager I Item #1002A (NM 93C)
2	Administrative Assistant II Item #0888A — <i>Represented</i> (NM 81K)	2	Administrative Services Manager I Item #1002A (NM 93C)
8	Administrative Assistant III Item #0889A — <i>Represented</i> (NM 85K)	4	Administrative Services Manager I Item #1002A (NM 93C)
		4	Administrative Services Manager II Item #1003A (NM 96C)
1	Building Inspector IV Item #4179A — <i>Represented</i> (98L)	1	Administrative Services Manager II Item #1003A (NM 96C)
1	Capital Project Management Associate, PW Item #4140A — <i>Represented</i> (101L)	1	Administrative Services Manager III Item #1004A (NM 106B)
3	Contract Administrator Item #3962A — <i>Represented</i> (91L)	3	Administrative Services Manager I Item #1002A (NM 93C)
1	Management Specialist I, Public Works Item #0892A (NM 96D)	1	Administrative Services Manager II Item #1003A (NM 96C)
2	Management Specialist II, Public Works Item #0893A (NM 100D)	2	Administrative Services Manager III Item #1004A (NM 106B)

PUBLIC WORKS (continued)

No of Pos.	Present Classification	No of Pos.	Classification Findings
1	Senior Civil Engineer Item #3436A — <i>Represented</i> (109L)	1	Administrative Services Division Manager Item #1007A (N23 S13)
3	Senior Contract Administrator Item #3964A — <i>Represented</i> (95L)	3	Administrative Services Manager II Item #1003A (NM 96C)
1	Staff Assistant II Item #0913A — <i>Represented</i> (NM 80E)	1	Administrative Services Manager I Item #1002A (NM 93C)
1	Supervising Administrative Assistant II Item #0897A (NM 94C)	1	Administrative Services Manager II Item #1003A (NM 96C)
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TREASURER AND TAX COLLECTOR

No of Pos.	Present Classification	No of Pos.	Classification Findings
1	Assistant Operations Chief, TTC Item #0527A (NM 103K)	1	Administrative Services Manager III Item #1004A (NM 106B)
3	Contract Analyst, TTC Item #0890A (NM 96C)	1	Administrative Services Manager I Item #1002A (NM 93C)
		2	Administrative Services Manager II Item #1003A (NM 96C)
4			